

DCI  
24 Nov 79

Overall Objectives in Personnel Management

1. Right numbers and quality of people to do the job.
2. Reasonable Career Opportunity (RCO)
3. Further unify Agency

Objective #1 - Numbers and Quality

Assumptions

1. Youth today demand greater involvement in making management decisions and in their own careers; expectations high
2. Dangerous signs already evident -  
Quality of recruits  
Unwillingness to go overseas
3. Problems of imbalance exist already -  
e.g., massive retirements will leave large gaps

Solutions

1. Improved - shortened - recruiting process
  - a. Each career service must have one decision point
  - b. OP must have authority to hire and detail  
if quotas being missed
2. Personnel planning and counseling must be frequent and explicit. Individual needs to know what he can realistically expect to achieve

3. Career management that considers the needs of the individual -
  - Less reliance on self-management of careers
  - Deliberate grooming of several candidates for each supervisory position; to include special challenge assignments and accelerated promotions
4. Intensive leadership and personnel management training
5. Centralized control of personnel management -
  - ID humps and valleys
  - Intake every year
  - Need for transfers/RIFs from congested areas
  - Need for rotational assignments for:
    - Broadening of managers
    - Prevent stultification
6. Downgrading of positions in order to offer younger officers meaningful challenges earlier
7. Reduce recruiting processing time by one-half
8. Less reliance for recruiting on professional recruiters

Objective #2 - Career Opportunity

Assumptions

1. Serious problems of disincentives to Gov't service today means we must create incentives for keeping better people - at expense of poorer people if necessary
2. Career opportunities widely divergent within Agency

Solutions

1. Uniform promotion system
  - a. Panels
  - b. Same panel structure - few - throughout Agency
  - c. Published promotion minimums by beginning of FY
  - d. Published promotion results
  - e. Published dates of panels
  - f. Letters of instruction to panels
2. Publication of a personnel handbook that explains overall Agency personnel procedures and opportunities  
Career service handbooks with meaningful descriptions of promotion requirements
3. Arrange for clearly defined specialist corps in each career service
4. Reduce personnel staffing by 25%
5. Define tenure policy in each career service

Objective #3 - One Agency

Assumptions

1. Lot of progress; more to go
2. In era of short resources, maximum cooperation needed

Solutions

1. Rotational assignments to qualify for supergrade  
All non-specialists -- one 1 1/2 year tour  
outside career service

Next years, if have not done so, next  
assignment will be outside career service  
After three years must have commenced such  
assignment

2. Agency-wide vacancy advertising

OP determine if not warranted

3. Supergrade promotions all within SIS

On Agency-wide basis

Under DCI direction

Panels for GS-16s

ExComm rankings to DCI for GS-17s and 18s